

**Air Force
Acquisition
Lightning Bolt
Initiatives**

1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

The purpose of this team is to institutionalize acquisition reform. This team will be led by a program manager and will include full time multi-functional members. The team will be located at Wright-Patterson AFB and will report directly to SAF/AQ. The team will be in operation for about two years at which time the expertise developed will be reassigned to the Product and Logistic Centers.

Goals include:

- ◆ Eliminating traditional military specifications and standards
- ◆ Ensuring a performance oriented specification is included
- ◆ Eliminating statements of work and substituting statements of objectives that are a maximum of 1-2 pages
- ◆ Eliminating non-value added material and scrubbing CDRL lists
- ◆ Focusing on critical criteria through simplified, streamlined proposal preparation instructions and eliminating “nice to have” information
- ◆ Aggressively implementing electronic RFPs

Similar teams will be established at each Product and Logistic Center to scrub RFP documents between \$100K and \$10M. Logistic Center teams should also scrub all RFP, contract options, and contract modifications for spare parts procurement. These teams will be fully operational by 1 Aug 95.

The purpose of initiative one is not to add an additional level of inspection but to train an initial cadre capable of infusing cultural change into the system.

2. Create a standing Acquisition Strategy Panel composed of senior level acquisition personnel from SAF/AQ, AFMC, and the users.

Goals include:

- ◆ Creating a tiered IPT membership arrangement based upon the ACAT, ensuring the process established includes timely notification and minutes distribution
- ◆ Applying lessons learned from past strategy development/execution across the Air Force-wide array of major programs
- ◆ Promoting consistency in acquisition strategy, tailored as needed to the specifics of the program under consideration
- ◆ Establishing the RFP support team as the coordination/staff function for the Acquisition Strategy Panel

The panel structure will be fully operational by 15 Sep 95.

3. Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

This model will be based on acquisition strategies that use the prime contractor as the system integrator and will achieve a reduction in SPO size of at least 50 percent, including FFRDCs and SETAs. We have already demonstrated that this can be done on JDAM, WCMD, and GPS. AFMC will be jointly asked to develop this model which will be approved by SAF/AQ and HQ/AFMC. The draft model will be ready for SAF/AQ review by 1 Apr 96.

The objective size of SPOs will be:

- ◆ 140 or less for complex EMD programs
- ◆ 50 or less for large production programs

In addition, each SPO shall prepare a plan, including specific timelines to reduce their total manpower including organic, FFRDC, and SETA by 50 percent.

SAF/AQ is developing a plan to reduce the SAF/AQ organizational staff by a minimum of 30 percent with a goal of 50 percent over the next five years.

The purpose of initiative three is for both staffs to do “less with less”. This means to look at what you are doing, prioritize tasks, and then stop doing the lowest priority and non-value added tasks.

4. Cancel all AFMC center-level acquisition policies by 1 Dec 95.

The Secretariat, Air Staff, and HQ AFMC will be the only agencies authorized to issue acquisition policies, instructions, or guidelines. This includes supplements to the Federal Acquisition Regulations. The on-going policy review will serve as a starting point to identify any center policies, instructions, or guidelines that should be published as HQ AFMC, Secretariat, or Air Force policies, instructions, or guidelines. A Policy IPT led by SAF/AQX with membership from the Secretariat, Air Staff, and HQ AFMC will be established to review all proposed acquisition policies, instructions, or guidelines to be issued by the Secretariat or HQ AFMC.

The purpose of initiative four is to assist Program Directors in solving the stove-piping challenge.

5. Reinventing the AFSARC process.

SAF/AQX has already been tasked to reinvent the AFSARC process. The goal is to have a paperless process and convene an AFSARC only if there is disagreement. SAF/AQ will lead an IPT with membership from the Secretariat, Air Staff, and HQ AFMC. The new AFSARC process will follow the model used for the SBIR DAB. Major Automated Information Systems will follow the identical review process as weapon systems. This streamlined IPT process will be implemented 1 Jul 95.

6. Enhance the role of past performance in source selections.

HQ AFMC will lead an IPT to revise our policy on the use of past performance in source selections so that it is co-equal with technical, management, and cost proposals. HQ AFMC will also make the required changes to the CPAR process so that CPARs are a useful source of information to assess past performance. The transition from SPO oversight to insight of a contractor's performance demands selecting contractors who have a demonstrated record of supplying products and services that meet the user's needs, including cost and schedule. HQ AFMC will present its final recommendations to SAF/AQ by 1 Oct 95 with a new policy published by 1 Dec 95.

7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

A Single Acquisition Management Plan (SAMP) will be used to replace multiple acquisition documents now required for milestone reviews. SAF/AQX will lead and form a multi-functional IPT with HQ AFMC participation to develop the appropriate policy and content using SBIR and EELV SAMPs as the baseline for SAMP content. This new policy and process will be implemented by 1 Oct 95.

The purpose of initiative seven is not to create an additional report but streamline the system using the SAMP as a single report. The SAMP will replace numerous other documents like acquisition plans, program management plans, and acquisition strategy reports.

8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

The Program Managers will develop metrics to track implementation of acquisition initiatives. These metrics will capture specific reform activities occurring in each program. HQ AFMC will build the acquisition reform metrics template. Program directors will be able to tailor the metrics for their specific program. The metrics will be in place by 1 Oct 95.

SAF/AQ will review each ACAT I and selected ACAT II programs with the Program Manager and PEO or DAC. This review will present the PM's plan for implementing acquisition reforms. These reviews will be completed by 1 Dec 95.